



Gerd Günther
CEO
Novaled



Novaled is a world leader in the OLED (Organic Light Emitting Diode) field providing unique materials and technology for new display and lighting applications. The company is headquartered in Dresden, Germany with major display customers in Asia and OLED lighting customers worldwide.

Our market fields like OLED or further organic electronics are still in its infancy and starting phases. Therefore it is essential for Novaled to offer innovative products with a short time to market according to customer's expectations. To do so, we have a close presence to key customers, e.g. by Asian offices where we can provide fast onsite technical support.

On the other hand we have **in Novaled a culture of creativity and innovation supported by processes**. The Organic Electronic market is characterised by moves and instability; company priority is given to decision process rather than inflexible strategic plans. The key elements are:

- vigilance
- capacity to interpret the changes in the environment
- reaction

Our strategy process is based on learning organisation and organisational understanding. The learning organisation approach considers the indivisible aspects of theory and practice, decision and action. Three elements are crucial:

- perception of the weak signals
- importance of the teaching from the past
- rapid adaptation in case the teaching from the past does not allow the interpretation or the reaction to present signs and events.

Another **important** factor for a culture of creativity and innovation **is the human factor. People are our main asset**. Novaled put its focus on developing new products and consequently stays fables. Therefore, creativity is at the centre of our companies' priorities. We have an open door policy supporting discussions or the freedom of imagination. A clear goal setting and key performance indicators support the Novaled team to measure the progress towards organisational goals. They are quantifiable, e.g. through Business Balance Scorecard or Performance Progress Sheets reflecting the critical success factors of divisions, teams and individuals.



Everyone can see how their own and their team's contribution translates into the company success. That is also linked to the bonus system.

We also have a clear management approach, e.g. through a Company Strategy (CSC) and Business Excellence Council (BEC). The CSC is a group of leaders with the mission to analyse any key business issues, to make proper recommendation, to survey alignments of development programmes with business approaches and to review the implementation of the company business decisions regularly. The BEC analyses and contributes to the company business practices targeting Business Excellence as per commitment to EFQM.

Thanks to the EFQM global quality approach we make sure that innovation applies not only to products but also to processes, marketing, organisational structures. We have been regularly amending our organisation along with the company growth as well as adapting our business model to the moving requests of our customers. Yearly EFQM-Self-Assessments help us to find out what we could do better, to permanently improve and to stay a learning organization. There is innovation everywhere in the company. Finally, product innovation

is the visible face of creativity of each individual in Novalad.

We are a key supplier for the OLED corporate companies. We must have a double approach: a fast reacting attitude to rapidly offer innovative products together with a process driven organisation to guaranteeing the reliability and the quality of the deliveries. Thus, we can give a real token on our capability to create value to our customers'.

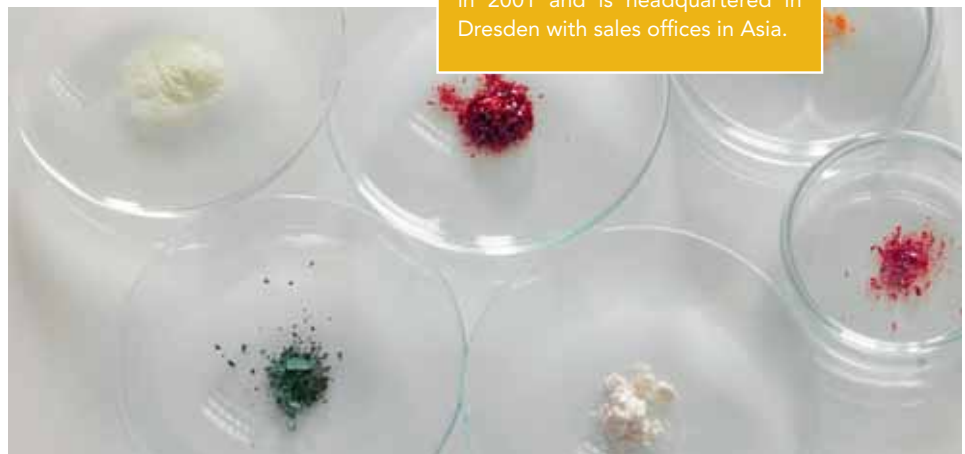
This global quality approach is reflected in our 6 company values: (i) customer satisfaction, (ii) respect and integrity, (iii) honesty and trust, (iv) creativity and innovation, (v) sustainable quality, (vi) flexible, dynamic and result oriented.

About OLEDs

OLEDs (organic light-emitting diodes) are solid-state devices composed of multiple thin layers of organic materials often only a few nanometres thick that emit diffuse light when electricity is applied to them. Because they are an area light source, OLEDs are a key part of fulfilling the dream of the rapidly growing flat panel display market: paper-thin, highly-efficient displays with brilliant colors and excellent design flexibility. OLEDs can also lead to new lighting products that combine colour and shape to create innovative decorative lighting applications and personalised environments. In addition, OLED lighting products have the potential to offer greater cost and energy savings than current lighting technologies.

About Novalad:

Novalad GmbH is a leader in the research, development and commercialisation of technologies and materials that enhance the performance of OLEDs (organic light-emitting diodes) and other organic electronics. Novalad offers OLED product manufacturers a unique combination of proprietary technology, materials and expertise, and is currently the only company licensing and selling organic conductivity doping technology and materials for use in the commercial mass production of display products in the OLED industry. The company was founded in 2001 and is headquartered in Dresden with sales offices in Asia.



HARNESSING CREATIVITY & INNOVATION